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MANAGEMENT (EXTERNAL)

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Introduction

1. American businessmen have gone to the universities for help in studying the problems inherent in the growth of huge corporations. The responsibilities undertaken by both business and Government executives in our generation far exceed the expectations of fifty years ago. One result has been the inauguration of intensive training courses and seminars for men in senior executive positions, which are now conducted on nearly a dozen university campuses. The objective of these courses is to make the corporation executive a better man for his job and to prepare him for the assumption of still greater responsibility. Courses range in duration from six to twelve weeks and are held variously from once to four times a year.

2. Because the management problems of big Government are similar to those of big business, many officers of the Federal Government have attended these sessions in recent years, both as students and teachers. The Office of Training considers some of these courses to be effective in preparing qualified Agency employees for future advancement. The oldest, longest, and most intensive of these programs is the one conducted twice yearly at the Harvard Graduate School of Business Administration, where one Agency representative has been accepted for each of the last seven courses. The Agency has also sent men to the similar program conducted by the American Management Association in New York.

3. A brief description of the announced objectives of the principal advanced management courses follows, with a statement of the prerequisites for enrollment. Copies of the announcements of the current sessions of these courses may be consulted at the Language and External Training School, as well as others not included here.

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TITLE AMA Management Course
(American Management Association)

OBJECTIVE "The Management Course subject matter assists the executive in performing his present tasks more successfully, and prepares him as well for higher responsibility."

PREREQUISITES No educational prerequisites

GS-13 to 18 -- middle and upper level positions of executive responsibility

Substantial management and executive experience

ENROLLMENT Unlimited

DURATION Five weeks*

LOCATION Hotel Sheraton-Astor
(New York City, New York)

"The AMA Management Course is based on the concept that management is an activity in itself, having an accepted body of principles to guide its actions and utilizing common skills and tools in the performance of its functions. The course provides a unified foundation for more competent performance at any management level, in any type of activity, and in any branch of business. It helps the participating executive do a better job in his present position and also prepares him to assume still wider responsibilities."

*The course consists of five units, each taking one week to complete. The course subject matter is covered in the first four units, and the fifth unit is a clinic for the study and improvement of on-the-job applications which the course registrants have introduced in their companies. All units must be taken in numerical sequence; the first four may be attended either in consecutive weeks or with intervals between, over a period of 12 months.

(Source: Course Schedule)

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TITLE Advanced Management Program
 (Harvard University)

OBJECTIVE "A primary objective of the program is to make the man
 who participates in it a better man in his job.... Another...
 is the development of men for advancement into positions
 of wider responsibility."

PREREQUISITES No educational prerequisites

 GS-15 to 18, with position equivalent to Division Chief
 or higher, and supervising, organizing and management
 planning responsibilities

 Demonstrated qualities of ability, adaptability and
 leadership

ENROLLMENT Competitive, in total of 150. (One Agency representative
 usually can be admitted to each session.)

DURATION Twelve weeks - 2 sessions (February - May) and (September -
 December)

LOCATION Harvard Graduate School of Business Administration
 (Boston, Mass.)

"The Program is an intensive course of study for mature, experienced executives. It is intended for men who have been sent by their own organizations and are considered by top management to be capable of assuming greater administrative responsibility in the future with those organizations. Utilizing case studies of actual business situations, the Program provides the framework of both education and social activity whereby businessmen can grow."

The classes consist of about 150 men from industry, commerce, government, and the Armed Services. The average age of members is 43 and the average business experience is 15-20 years. Classes are conducted six days a week with wide use of special research studies and case histories of actual business situations. The formal study program covers: (1) Business Policy, (2) Administrative Practices, (3) Business and the American Society, (4) Cost and Financial Administration, (5) Marketing Management and (6) Problems in Business Relations.

(Source: Program Announcement)

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TITLE Advanced Management Seminar
 (University of Washington)

OBJECTIVE "The primary purposes of the Seminar are to prepare the
 executive for greater responsibility and to enable him
 to function more effectively in his present job."

PREREQUISITES No educational prerequisites

 Position of important executive capacity

 Possessed of inherent ability to advance

ENROLLMENT Competitive, in total of 40

DURATION Six weeks (June - July)

LOCATION University of Washington
 (Seattle, Washington)

"The Advanced Management Seminar is designed for men already carrying major executive responsibility. The program has been built around the following objectives:

"To develop a top management point of view, a capacity for analyzing policy problems from a broad company-wide, rather than a narrow departmental, viewpoint.

"To develop an understanding and appreciation of the company-wide interrelationships among all departments and functions of the business.

"To provide training in administrative practices and procedures and to develop ability to deal effectively with other people.

"To develop habits of orderly thinking and of effective reporting of conclusions both orally and in writing.

"To develop a better understanding of some of the social and economic forces which influence the policy decisions of administrators."

(Source: Seminar Announcement)

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TITLE Executive Development Program
 (Stanford University)

OBJECTIVE "To develop a top management perspective, an aptitude for considering problems from the viewpoint of the company as a whole; an acquaintance with and appreciation of other departmental functions; increased competence in the individual's own field of specialization; added proficiency in the use of basic management techniques."

PREREQUISITES No rigid qualifications but nominating firms are expected to send men serving in important executive capacities who are adjudged worthy of further advancement

 35-50 years of age

ENROLLMENT Competitive, in total of 50

DURATION Nine weeks (June - August)

LOCATION Stanford University
 Stanford, California

"The Stanford Executive Development Program is designed to afford certain values which individual company plans ordinarily cannot offer. First, the program provides an integrated coverage of the important fields of management. Second, the course is conducted in an atmosphere conducive to concentrated application, removed from the customary interruptions arising in an office or plant. Third, opportunity is presented for interchange of ideas with a group of selected executives from various parts of the country, from a variety of business enterprises, and from different operating backgrounds or fields of functional interest."

The Executive Development Program is intended as a supplement to company plans and not as a substitute for the necessary in-company training "on the job for the job."

(Source: Program Announcement)

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TITLE Executive Program in Business Administration
(Columbia University)

OBJECTIVE "A concentrated course of study for executives who are being prepared for top administrative jobs in organizations demanding high competence in their policy makers."

PREREQUISITES No educational prerequisites

Demonstrated ability to progress within an organization, adaptability to new situations, intellectual curiosity beyond confines of immediate responsibility, active interest in developing capacity to achieve success through working with people

ENROLLMENT Competitive, in total of 44

DURATION Six weeks - 2 sessions (June - July) and (August - September)

LOCATION Columbia University (New York City, New York)
Sessions are held at Arden House on the Harriman Campus

The Program meets the demand by organizations for a short-term program that will provide their executives with the opportunity:

1. to acquire the tools, techniques, and attitudes required to meet administrative problems in their technical and human aspects
2. to analyze policy problems from an organization-wide rather than from a departmental point of view
3. to develop a better understanding of the influences of today's economic-political-social environment on business and other groups and on the men who make policy decisions.

(Source: Program Announcement)

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TITLE Management Problems for Executives
(University of Pittsburgh)

OBJECTIVE "There is definite and immediate need for executive training, both to make present executives more effective and to develop adequate talent for top positions of the future."

PREREQUISITES No educational prerequisites

Demonstrated qualities of ability, adaptability and leadership

ENROLLMENT Competitive, in total of 72

DURATION Eight weeks - 2 sessions (March - May) and (October - December)

LOCATION University of Pittsburgh
School of Business Administration

"The primary purpose is to make the participant a better man in his present job and to develop his abilities for advancement into positions of greater responsibility. In achieving this purpose the course is directed to the following objectives:

1. to develop the ability of the participant to think and act like an able executive
2. to broaden the vision of the participant beyond the departmental areas in which he is working and interest him in all of the aspects of industrial management that are essential to successful business operations."

(Source: Course Announcement)

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